FISCAL YEAR 2000-2005

(October 1, 1999 - September 30, 2005)

STRATEGIC PLAN

FOR

SHILOH NATIONAL MILITARY PARK

Introduction

Shiloh National Military Park

This is the Strategic Plan for Shiloh National Military Park, a unit of the National Park System, administered by the National Park Service, U.S. Department of the Interior. Our plan includes our mission statement, derived from the legislation establishing and affecting this park. It contains our goals organized under goal categories and mission goals (the "in perpetuity" goals that encompass everything we do). It also contains long-term goals that describe in quantified, measurable ways examples of what we plan to achieve in the six-year period covered by this plan, October 1, 1999 through September 30, 2005, federal fiscal years FY2000-2005.

The content and organization of this plan related to the process established by the National Park Service under the Government Performance and Results Act of 1993 (GPRA) [see following sections). Additional copies of this Strategic Plan are available by visiting or writing park headquarters at 1055 Pittsburg Landing Road, Shiloh, TN 38376. We welcome questions and comments, which should be addressed to the Superintendent at this address. A copy of this plan is also available on our Web site at http://www.nps.gov/shil/.

The plan also contains a general section on "Strategies" on how goals will be accomplished" that briefly sketches the organization, facilities, and financial resources available to achieve the plan's long-term goals. There is a brief discussion of "Key External Factors" that could positively or negatively affect goal achievement. Each long-term has one or more explanatory paragraphs that give background, detail, and other information useful to help the reader understand the goal as well as how the goal will be accomplished. After these goal explanations, there is an overview of how results will be measured. Finally, there is a list of plan preparers.

Each year this Strategic Plan is in effect, there also will be an Annual Performance Plan covering one-year increments of each long-term goal. The Annual Performance Plan will be available by January 1st each year. In addition to the Annual Performance Plan, we also use internal management documents to guide daily operations throughout the year. They detail the specific activities, services, and products that will be carried out or produced to accomplish goal results and the dollars and people that will do it.

Shiloh National Military Park was initially created by and for veterans of this major Civil War battle, under an Act of Congress approved December 27, 1894. A three-man commission

working under the auspices of the War Department and in cooperation with the various participating states, set about establishing the park, particularly ascertaining and marking all lines of battle and other historical points of interest in the area. In 1933, by Executive Order 6166, the military park (including the Shiloh National Cemetery) was transferred to the administration of the National Park Service. Today, with almost 4,000 acres located on the western bank of the Tennessee River in Hardin County, Shiloh Battlefield remains one of the nation's premier Civil War sites. In addition to over 70% of the contested ground, the unit contains 151 monuments, 217 cannon, and over 450 historic plaques.

Long protected by its relative isolation and the area's low population density, the Shiloh Battlefield landscape has maintained much of its Civil War-era character, even outside the current park boundary. Today Shiloh is a vital part of America's national system of parks, monuments, battlefields, recreation areas, and other natural and cultural resources. However, the non-park battle land has no formal protection mechanisms in place, and within recent years, land at the park's edge is beginning to loose its pastoral character.

In 1989, the Shiloh Indian Mounds, a major archeological site, dating to the late Mississippian period, overlooking the Tennessee River at the center of the Shiloh Battlefield, was elevated to National Historic Landmark status. In 1996, legislation authorizing it as a unit of the park, a major interpretive center to deal with the 1862 Siege and Battle of Corinth, Mississippi greatly increased the scope of the park's mission.

The National Park Service

The National Park Service (NPS), established in 1916, preserves outstanding examples of the best of America's natural, cultural, an recreational resources for the enjoyment, education, and inspiration of this and future generations. These resources of national significance constitute a significant part of America's heritage, character, and future. The National Park System consists of 378 park units located in nearly every state and territory of the nation. The National Park Service directly preserves these treasures, and makes them available to millions of visitors from throughout the country and the world every year. NPS also has legislated responsibilities for natural and cultural resource conservation outside national parks in partnership with state and local governments, tribes, and non-profit organizations. These programs provide a variety of technical and/or financial assistance.

In consultation with Congress, the Office of Management and Budget and other interested parties, the NPS developed its own implementation process to comply with the Government Performance and Results Act of 1993 (GPRA). Using an 8-step process, the NPS developed its first Strategic Plan in 1997. A copy of the current plan is available for review at most National Park units. It is also available on the Internet at http://www.nps.gov/planning.

As part of its GPRA implementation process, the NPS decided that each of its component parks, programs, and offices would develop and submit their own Strategic Plans, Annual Performance Plans, and Annual Performance Reports. These plans address applicable long-term goals in the NPS Strategic Plan and add goals specific to their own legislative mandates, missions, resources,

visitor services, and issues needs. The local plans are generally a blend of national and local missions and goals.

Government Performance and Results Act of 1993 (GPRA)

GPRA is one of the most recent and comprehensive of a number of laws and executive orders directing federal agencies to join the "performance management revolution" already embraced by private industry and many local, state, and national governments.

In a nutshell, performance management uses performance goals based on an organization's primary mission to guide daily actions and expenditures. Importantly, goals must be quantifiable and measurable results or outcomes, rather than efforts or outputs such as activities, services, and products. The established and proven performance management approach is to establish goals - allocate resources to accomplish those goals-take action/do the work – measure results – evaluate and report performance – use evaluation to adjust goals and reallocate resources – and continue the loop. This process sharpens our focus on accomplishing our mission in the most efficient and effective ways, and holds managers and employees accountable on a clear and measurable basis.

The approach seems so elegantly simple and logical that one is compelled to ask, "Isn't that what everyone is already doing?" In fact, most federal agencies have not traditionally done business this way. They have been funded by programs and activities rather than by goals. Too often they have conducted business year after year based on what they have always routinely done, rather than in pursuit of mission-oriented goals. Too often they have not measured their performance in terms of results achieved, but rather in level of activities conducted, products produced, or services provided – if they have measured performance at all. And too often managers and employees have not been held accountable for their performance in achieving concrete, results-oriented goals, and have not communicated the outcomes of their work to their important constituencies – the American people, the Congress, even the President. So performance management, as embodied in GPRA, is new, revolutionary, and vitally important to a more effective, efficient, and credible federal government.

This Plan is much more than just a response to legislative mandate, however. The law was catalyst for the park staffs to reexamine daily activities and routine products and services, as well as funding and staffing expended to accomplish them. It motivated and energized us to make sure these things are aligned with the mission of the National Park Service and Shiloh National Military Park, and the long-term goals established to achieve those missions. The results, we believe, will be better planning, better management, and better communication among ourselves and with all of our constituencies and stakeholders, about where we are, where we need to be, and how we are going to get there most effectively and efficiently.

Mission and Significance

Mission Statement of Shiloh National Military Park: To foster preservation, commemoration, and interpretation of nationally significant Civil War sites in southwest Tennessee and northern Mississippi.

This mission statement of the National Park Service at Shiloh National Military Park grew from specific legislated mandates dating from the park's 1894 enabling legislation up to the 1996 Parks Omnibus Act, as well as from those laws affecting the National Park System as a whole, from 1916 to the present. Our mission statement is synthesis of our mandated purpose and the park's primary significance.

Purpose

To protect and interpret historic resources and sites relating to the 1862 Civil War "Battle of Shiloh/Pittsburg Landing," and subsequent military action for control of Corinth, Mississippi.

To maintain and make accessible historical reference material necessary to both document these events, and convey their significance in the continuum of history.

To commemorate the participants in this struggle, and inspire a commitment to preserve these places for future generations.

To maintain the burial sites of Shiloh's military dead, providing a setting for contemplation.

To protect, preserve, and interpret the landscape, artifacts, and objects of the Shiloh Indian Mounds National Historic Landmark.

Significance

The almost 4,000-acre Shiloh Battlefield unit encompasses the core of the Civil War's first major battle in the western theater, a lost opportunity for a decisive Southern victory. With 23,746 casualties, Shiloh's awful carnage demonstrated to Southerners and Northerners alike that their divided nation faced a long, desperate, and costly war. The 1862 historic landscape and the 1894-1933 commemorative landscape both maintain a high level of integrity: the battlefield and vicinity are notable for the lack of modern intrusions. In addition, Shiloh has a potentially high concentration of archeological resources due to the extended Union encampment on "Shiloh Hill" in the spring of 1862. Besides numerous unmarked graves, the park contains a large national cemetery and five marked mass Confederate burial trenches. The Battle of Shiloh was the first act of a six-month drama for control of the crucial railroad junction at Corinth, Mississippi. This resulting campaign reflects a continuum of war—the ebb and flow of a nation at war with itself—and the changing nature of the human experience (both civilian and military). The battles of Shiloh and Corinth also offer important insights into the minds and methods of numerous military leaders. Likewise the battlefields fill an important commemorative role in society, where Americans, through acts no more complex than watching and walking, can express reverence and respect for those people who, by dint of incredible sacrifice and effort, helped forge the society we know today.

The Shiloh Indian Mounds National Historic Landmark, a Woodland/Mississippian prehistoric site long protected within the borders of the Civil War park, is the best preserved archeological site in the lower Tennessee Valley. That the site was never disturbed by the plow is especially significant.

<u>Legislative Intent</u>

The December 27, 1894 enabling legislation establishes Shiloh National Military Park so the participating armies might have "the history of one of their memorable battles preserved on the ground where they fought." A park commission will "ascertain and mark with historical tablets all lines of battle of the troops engaged in the Battle of Shiloh and other historical points of interest pertaining to the battle within the park or its vicinity." The legislation also mentions preserving outlines of fields and forest and restoring the battlefield to its 1862 condition.

Strategies: Accomplishing Goals

We plan to accomplish our goals using the organization, facilities, and financial resources summarized below. These paragraphs should give the staff, partners, stakeholders, and public a better understanding of what we are trying to accomplish and how we plan to do it.

<u>Organization</u>

Superintendent Woody Harrell leads the Shiloh National Military Park staff. The staff is organized into four operating divisions: Resource Management (natural and cultural), Visitor Services (protection, interpretation, and education), Facility Management (maintenance), and Administration.

Staff expertise and specialties include a historian, resource management specialist, and exhibits specialist in Resource Management; an Education Specialist, four park rangers, and a park guide in Visitor Services; eight employees of various disciplines in Facility Management, and two managers and support staff within the Administration Division (including the Superintendent's office). In addition, the park has about eight seasonal employees each year – generally in the interpretation and/or maintenance divisions.

Our staff will be supplemented and/or supported by assistance or expertise from various other NPS parks and central officer, and/or partners or organizations. Moreover, the park works closely with "Eastern National," a cooperating association which helps to accomplish education and visitor service goals through literature sales and donation.

<u>Facilities</u>

The park staffs one visitor center every day of the year except Christmas Day, and a bookstore outlet operated by the cooperating association, Eastern National. The park has primary responsibility for maintaining 22.74 miles of road (paved and unpaved). Also maintained and preserved are 204 historic structures, which includes the Headquarters building, four employee residences and historic landscapes totaling nearly 4,000 acres. Of these, 288 acres are maintained through the park's agricultural lease program, at little cost to the government. The park's museum collection includes more than 133,000 artifacts and documents associated with the Civil War battles and battlefields of Shiloh and Corinth, Shiloh National Cemetery, and park administrative history.

Financial Resources

Financial resources available to achieve the park's goals include a base-operating budget of approximately $1,042,000, which funds a work force of 20 permanent positions and eight seasonal positions. This National Park Service workforce was supplemented in 1999 by the addition of 13,612 volunteer hours of public service. The park is critically dependent on base funding to achieve the annual performance targets. Recently, this is supplemented annually by cyclic project funding, heavy volunteer assistance, important partnerships and donations.

Highlights of the park's budget for FY 2000, which funds specific goals in this annual performance plan includes:

$418,000 for facility operations and maintenance. This work includes maintenance of park facilities and buildings, maintenance of landscapes, oversight of cyclic maintenance projects including the cost of utilities, and ensuring visitor and employee safety.

$214,000 for park administration and management. This includes management oversight from the superintendent's office and administrative functions in support of management, personnel, budget, procurement, etc.

$410,000 to address visitor services and resource preservation and management. The visitor services include interpretive exhibit maintenance, ranger talks and presentations and living history program. The resource preservation activities include routine and cyclic maintenance of historic structures, museum collection management, archeological resource identification and protection, water quality monitoring, wildlife management and cultural landscape identification and management.

Please note that the goals in this plan assume a "flat budget." Other than increases for inflation, we assumed no major increases in funding. Where increases in appropriations were known or are likely, they were taken into account. Where other funding sources (donations, fee revenues, etc.) were "reasonably assured", they too were taken into consideration when setting performance targets. Obviously, limits on funding constrain what can be accomplished toward our goals and mission. GPRA, however, is distinctly not about discussing budget shortfalls or requesting or justifying additional funding. Rather it is about planning, managing, and communicating what we can accomplish with what we already have. Performance target numbers speak for themselves about how well funded we are to accomplish our mission, and where targets are low, additional budget discussions might be generated. But this is not the primary purpose of the plan.

We would, however, be remiss in our duties as stewards of the priceless natural and cultural resources that are in our care if we did not duly note that we sincerely believe we are under-funded and understaffed to fully achieve our important mission and goals. We also recognize, however, that we are but one of many worthwhile federal enterprises which compete for scarce tax dollars, and we are pursuing a wide variety of alternative management, funding, and staffing scenarios to supplement our appropriations. In the meantime, we welcome the opportunity to respond to the requirements of GPRA with this Strategic Plan and its companion documents to

better plan, manage, and communicate how-and how well-we are achieving our mission through performance goals supported by existing, and largely flat, levels of funding.

Program Evaluations

The planning efforts that resulted in this plan included an intensive review of the park's enabling legislation, its administrative history, NPS policies with respect to resource management, and planning beyond park boundaries. Moreover, the park has carefully considered the processes it uses to accomplish its goals, making adjustments as necessary.

The first strategic plan was comprised by the lack of good baseline data in several goal areas. Over the life of that plan, projects were initiated to fill this data gap. For some goal area (i.e. archeological resources, cultural landscape inventory, etc.) the actual number of resource sites will not be known until a final report (i.e. Archeological Overview and Assessment, Cultural Landscape Report) is received in the park. Most, but not all, of those deficiencies will be corrected over the life of this Strategic Plan.

In several instances – visitor satisfaction and understanding, for example – the park significantly exceeded its goals. The park will continue to review the plan, the goals, and results annually, and will make adjustments to reflect existing circumstances.

Key External Factors

Park management and staff can plan, manage, and control much of what occurs in the park. Sometimes they can influence factors external to park boundaries that affect the park. Other factors, such as natural events, are beyond managing or influencing. All of these things can negatively or positively affect goal outcomes. A few of the most important or most likely are briefly identified below. This is not an exhaustive list but simply those factors that are most likely to influence outcomes at the time this plan was written.

The value of the park is perceived differently locally than nationally. Increased recreational use by local residents and intrusive development threaten the ability of the park to fulfill its mandate to sustain these sites as part of the national cultural landscape. Many in the community see battlefield lands as an impediment to growth or road construction, and not as an asset that generates millions of dollars and hundreds of jobs in the local economy.

Isolation and a rural character have long protected Shiloh Battlefield. This pattern is rapidly changing. The year 2000 marks the first census in which the county's population (24,000) exceeds the total casualties for the Battle of Shiloh (23,746). The area's pastoral ambiance can no longer be taken for granted.

The National Park Service will continue to work within the community to foster an appreciation of the value, nature, and sensitivity of park resources. Park management must realize a stark fact: the fate of these national treasures is largely in the hands of the communities that surround them.

Recent interest in resource preservation and heritage tourism in the Corinth, Mississippi area has fostered resentment on the side of some "stealing our park."

Goals

Goal Categories and Mission Goals

The NPS performance management process requires all units of the NPS to organize goals and efforts under four goal categories in broad, nationwide, "in perpetuity" mission goals that state ideal future conditions. These mission goals encompass all we do and a brief explanation about each one is below.

Goal Category I: Preserve Park Resources

This category addresses all goals that relate to the condition of natural and cultural resources and the acquisition of knowledge from and about them. It includes the concepts of biological and cultural diversity to ensure park resources are preserved and interpreted in relationship to the broader ecosystem and cultural context that extend beyond the park to nearby lands. Park cultural context means that park resources are managed in relation to other historical events or cultural processes.

The long-term goals related to this category are shown in the next section and include the protection, restoration, or maintenance of ecosystems, rare or endangered plant and animal populations, archeological and ethnographic resources, historic structures and cultural landscapes, museum objects, and research collections. Mission Goal Ia focuses on the condition of these resources. Mission Goal Ib is on obtaining and using scholarly and scientific knowledge about resources to make better-informed decisions.

Ia Natural and cultural resources and associated values are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context.

Ib The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

Goal Category II: Provide for the Public Use and Enjoyment and Visitor Experience of Parks

This category includes all goals for visitor satisfaction, enjoyment, safety, appreciation,

and understanding. It includes the mandate found in the NPS Organic Act "to provide for the enjoyment of the [resources] in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

The long-term goals related to this category are shown below and include programs, facilities, services, and recreational opportunities affecting the enjoyment, understanding and safety of visitors from all over the nation and the world. Mission Goal IIa covers facilities and services

such as visitor centers, campgrounds, roads and trails, recreational opportunities and keeping visitor safe. Mission Goal IIb is about helping visitors learn more about park resources and significance so they will enjoy their visit more, support preserving this country's heritage, and gain a better understanding of the experiences and peoples that built this nation.

IIa Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

IIb Park visitors and the general public understand and appreciate the preservation of and its resources for this and future generations.

Goal Category III: Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

IIIX This mission goal primarily refers to the legislated NPS partnership programs that assist others outside of park units to preserve our natural and cultural and recreational resources.

Goal Category IV: Ensure Organizational Effectiveness

This goal includes all goals that support the mission of the park and the NPS, and the focus is on governmental processes rather than the results. Goals in this category measure various workplace standards and cover those things that will help us be more responsive, efficient, effective, and accountable.

IVa The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

IVb The National Park Service increases its management capabilities through initiatives and support from other agencies, organizations, and individuals.

Long-Term Goals

Long-Term goals are examples of how we will make progress toward the mission goals above, and how we will contribute to nationwide NPS goals during the period of this Plan. The numbering sequence for long-term goals follows that of the NPS Servicewide plan so that our contributions can "roll up nationally" into NPS accomplishments. Goal numbers may not be consecutive – where numbers are left out, an NPS goal does not apply to Shiloh National Military Park. Associated goals that are similar to NPS goals but not identical with NPS criteria, optional goals, and goals specific to this park contain a zero (0) or an X in the number. Goal categories and mission goals are in regular type.

Long-term goals are italicized. Each year, by January 1st we will also produce an Annual Performance Plan that shows how much of each long-term goal we intend to accomplish during that fiscal year. We will assess what we actually accomplished in an Annual Performance Report at the end of each year.

GOAL CATEGORY I: Preserve Park Resources

Mission Goal Ia: Natural and cultural resources and associated values are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.

Ia4: By September 30, 2005, Shiloh National Military Park will document and maintain unimpaired water quality.

A two-year baseline water quality monitoring survey commenced in the year 2000. University of Memphis staff will gather samples of water each month in order to assess baseline water chemistry and macro-invertebrate indicator species present at each sampling site. Park staff will continue to monitor the four established sites through the year 2005 with quarterly sampling methods used by the University of Memphis staff. Park staff in conjunction with the University of Memphis staff will perform the analysis of the water quality chemistry and data after the preliminary research is published. Any derogation of water quality from the initial baseline survey will be acted upon immediately. Point sources of pollution will be researched and dealt with by management according to National Park Service policy.

Ia5: By September 30, 2005, 130 of Shiloh National Military Park's 204 historic structures listed on the National Park Service List of Classified Structures (LCS) at the end of fiscal year 1999 are in good condition.

In FY 2000-01, the park plans preservation work (i.e., re-pointing and bronze restoration) for 141 monuments: Prentiss Headquarters monument, 77th Pennsylvania monument, and all twelve Iowa monuments. In addition, one third of the iron troop position and historical tablets will be painted. Replacement of roofs on three historic buildings (cemetery lodge, concession building, and cemetery bathroom) also will be completed. Rehabilitation of the William Manse George Cabin will continue with preservation work on the chimney, roof, and walls.

Ia6: By September 30, 2005, 101 of 129 of applicable preservation and protection standards for Shiloh National Military Park's museum collections are met.

Cleaning of the collection facility will be programmed into a formal routine. The entrance doors will be properly sealed to eliminate intrusions of dust, rain, and insects. The process of raising all storage cabinets off of the floor, to provide protection from cleaning practices dust, etc., will begin.

Ia07: By September 30, 2005, all park landscapes having historical significance will be in good condition.

Currently, with the direction and assistance from the Southeast Region cultural resource program office personnel, Shiloh is preparing a Cultural Landscape Inventory to identify cultural landscapes and their current conditions. Until this database is established and approved, the park will continue to base management decisions on a working list of eight identified landscapes, six of which provide the physical environment associated with nationally significant historical

events the park is mandated to protect and preserve. These six landscapes are listed below, with their corresponding period of significance:

Shiloh National Cemetery (1866-1933)
Shiloh Battlefield (1862)
Shiloh National Military Park – Commission Period (1894-1933)
Shiloh Indian Mounds NHL (1100-1300)
Shiloh National Military Park (NPS Historic Period 1933 – the present date minus 50 years)
Battery Robinett Site, Corinth, Mississippi (UDC Park 1862-1923)
The other park landscapes consist of non-historic features/resources less than 50 years old: the Corinth Interpretive Center site and contemporary Shiloh NMP.

Ia08: By September 30, 2005, 28 of 42 Shiloh National Military Park archeological sites, recorded in the archaeological site assessment of 1987 and not listed on the FY 1999 National Park Service Archeological Sites Management Information System (ASMIS), or listed without condition assessments, are in good condition.

"Good condition," as defined and adapted from the Resource Management Plan Guideline indicates the site is stable and its archaeological values are well preserved. A site in good condition is not deteriorating from either natural processes, such as erosion, or human impacts, such as vandalism or looting. At the end of FY 1999, the park had a total of 42 recorded archaeological sites. Of these sites, 28 have officially been determined to be in good condition. Additional data is needed to determine the condition of other sites.

Goal achievement will be made by completion of archaeological reports and/or management summaries of all survey work and research conducted on the archaeological sites. This data will be entered into ASMIS. Law enforcement operations and facility management actions taken in maintenance of park landscapes will protect and preserve site conditions.

Ib01: By September 30, 2005, 90% of primary Shiloh National Military Park natural resource inventories identified in a Resource Management Plan and General Management Plan are completed.

Shiloh National Military Park is included in the Appalachian Cluster CESU (Cooperative Ecosystem Study Unit) area. An inventory and monitoring implementation plan is currently funded to document 90% of the species in each of the following vertebrate groups – mammals, reptiles, amphibian, birds and fish. A vascular plant inventory will be completed with the same funding. Threatened, endangered, sensitive and exotic species of each of these groups will be recorded. University of Memphis professors will conduct an extensive survey for bat species during the summer season of FY01. Past species inventories include freshwater mussels (80% species documented) and lichen (90% species documented).

Ib2B: By September 30, 2005, the number of Shiloh National Military Park cultural landscapes inventoried, evaluated, and entered on the National Park Service Cultural

Landscapes Inventory (CLI) at Level II is increased from zero in FY 1999 to one.

Under the direction of the Southeast Region Cultural Resource Program Office, a Cultural Landscape inventory (CLI) to identify Shiloh National Military Park cultural landscapes and their current conditions is being completed. Until this database is established and approved, the park will continue to base management decisions on a working unofficial list of eight identified landscapes, six of which provide the physical environment associated with nationally significant historical events the park is mandated to protect and preserve. The CLI will identify all existing landscapes and evaluate conditions.

Ib2D: By September 30, 2005, the number of Shiloh National Military Park museum objects cataloged into the National Park Service Automated National Catalog System (ANCS+) and submitted to the National Catalog is increased from 7116 in FY 1999 to 7216.

With the assistance of The Georgia Trust, Mississippi State University, and guidance from the Southeast Regional Office, Shiloh has been quite successful in clearing up a backlog of cataloging since 1997. Over 132,000 documents within the archives were cataloged, by series in 1999. In addition a computer date finder was created to provide rapid retrieval and access to the archived material. This work was accomplished through use of a sub-contractor archivist working under the direction of the park historian. Unfortunately, the park curator transferred to another park unit early 1999. Due to budget constraints the park has yet to fill the vacant position. Target date for replacement is scheduled for some point in FY 2001. Until then, the park historian has been assigned all curatorial responsibilities.

Ib2F: By September 30, 2005, Historic Resource Study (HSR) and Administrative History developed under the professional standards, will be completed for Shiloh National Military Park and entered in Cultural Resource Bibliography (CRBIB).

The original Shiloh National Military Park Administrative History dates to 1954. A new draft Administrative History for the park was prepared in 1993. However, that document did not meet with the complete approval of the park superintendent and park historian. Currently, the park has entered into agreement with a doctoral candidate enrolled at Mississippi State University to prepare a more thorough and in-depth Park Administrative History, completed to professional standards. The project is scheduled for completion in 2002 with publication of the approved document and entered in CRBIB.

There have been numerous historic studies completed on Shiloh National Military Park resources and the nationally significant events occurring here. However, these documents have not been accomplished as Historic Resource Studies. With the approval of a General Management Plan and the development of a Long-Ranged Interpretive Plan, the requirement of a Historic Resource Study (HRS) for Shiloh will be evaluated. This goal will be achieved if a HRS is deemed necessary, has been completed to professional standards, and entered in CRBIB.

GOAL CATEGORY II: Provide for the Public Enjoyment and Visitor Experience of Parks

Mission Goal IIa: Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.

IIa1: By September 30, 2005, 96 % of visitors to Shiloh National Military Park are satisfied with appropriate park facilities, services, and recreational opportunities.

The 1999 Visitor Survey Card Data Report shows that 100% of visitors to Shiloh

National Military Park were satisfied with appropriate park facilities, services, and recreational opportunities. The FY 2005 goal is to maintain this level of satisfaction through maintenance, interpretation, visitor protection, resource management and administration. The measurement tool for this goal will continue to be the Visitor Survey Card. This goal will be met when the visitor satisfaction rate is maintained at the 96% level.

IIa2: By September 30, 2005, the number of Shiloh National Military Park visitor accidents/incidents is no higher than the FY 1992-FY1996 five-year annual average of two.

To accomplish this goal the Park's Safety Committee and employees has taken an active role in hazard identification and safe visitor attitude recognition. Protection Ranger staffing levels should be sought to allow more visibility and resource monitoring to identify and correct hazardous conditions.

IIb1: By September 30, 2005, 90 % of Shiloh National Military Park visitors understand the significance of the park.

The park has in place interpretive media and on-site programs to increase visitor understanding of the history of the battle and its participants on the ground it occurred.

This goal is measured by means of an annual visitor survey and reflects the quality of programs and media offered at the park.

GOAL CATEGORY IV: Ensure Organizational Effectiveness

Mission Goal IVa: The National Park Service uses current management practices, systems, and technologies to accomplish its mission.

IVa3A: By September 30, 2005, 100% of Shiloh National Military Park employee performance plans are linked to appropriate strategic and annual performance goals and position competencies.

For those positions for which competencies are identified and authorized to be used for performance measurement purposes, those competencies will be used. As additional competencies are approved for performance management purposes, they will be incorporated into individual performance plans.

IVa4A: By September 30, 2005, the number of Shiloh National Military Park permanent positions in the 9 targeted occupational series filled by employees from underrepresented groups are maintained at the FY 1999 level of two.

The park has eight total employees in the nine targeted occupational series. In 1999, two of those employees were from underrepresented groups. The park has an extremely low permanent employee turnover rate. If historic transfer and retirement rates continues, over the next five years no more than two positions of those eight could possibly become vacant. Of those two, the park can reasonably expect to recruit one candidate from underrepresented groups.

IVa6A: By September 30, 2005, the number of Shiloh National Military Park's employee lost-time injuries is maintained at the FY 1992 – FY 1996 five-year annual average of one.

The park is taking a proactive approach and has implemented four safety workgroups to meet on a monthly basis and an incentives/award program with quarterly recognition of accident free performances by each workgroup.

Measuring Results

Progress toward meeting the goals is generally measured by the completion of specific outputs that produce the results or by directly measuring the results themselves. In some cases, where specific projects are steps to reaching the desired results, the goal is measure by the successful completion of the projects to the intended specifications. In other cases the goal is accomplished when a plan or report is prepared, approved and delivered to the place where it will actually contribute toward achieving the goal. For some goals, particularly visitor satisfaction and visitor understanding, the same measuring instrument (the visitor survey card) is used to measure two different goals. For several goals, the progress is measured by the total number of things (cultural landscapes, museum objects, performance standards, etc.) that meet the desired conditions compared to the total number in the base year.

Strategic Plan Preparers

The following park staff members were involved in preparing this Strategic Plan:

Woody Harrell, Superintendent

Lisa Casteel, Administrative Officer

Tena Howard, Budget Technician

Stacy Allen, Historian

Gerald Skaggs, Facility Manager